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Impact of Customer Feedback on Employee Performance of Hospitality Industry in Ilorin Metropolis

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ABSTRACT

Customers feedback is a critical mechanism that informs employee performance and organisational outcomes in the hospitality industry. Hence, this study investigated the impact of customer feedback on employee performance in hospitality industries in Ilorin Metropolis in Kwara State, Nigeria. Specifically, the study examined (i) how positive customer feedback influences employee motivation, (ii) the extent to which negative customer feedback affects employee work behaviour, and (iii) the effect of online customer reviews on service delivery among hospitality employees in the study area. The study adopted a descriptive survey research design. The target population comprised 243 employees and Taro Yamane sample size determination formula was used to arrive at a sample of 151 respondents. The study used a structured questionnaire, while regression analysis was the statistical techniques conducted in SPSS version 25, to analyze the data collected. Results revealed that positive customer feedback has a positive and statistically significant effect on employee motivation. Furthermore, negative customer feedback was found to have a negative and statistically significant effect on employee work behaviour. Additionally, online customer reviews were also found to have a positive and statistically significant effect on employee service delivery. The study concluded that customer feedback plays a pivotal role in determining the performance of hospitality employees. Therefore,

the study recommended that hospitality industries in Ilorin Metropolis formalize structured customer feedback systems to monitor, evaluate, and improve employee performance and overall service quality.

Keywords: Customer Feedback, Employee Performance, Hospitality Industry, Online Reviews

INTRODUCTION

The hospitality industry occupies a central position in the global service economy, characterised by its labour-intensive nature and its heavy reliance on interpersonal interactions between employees and guests. Within this sector, service quality is not merely a competitive advantage but a fundamental expectation, and its delivery depends largely on the performance of frontline employees who serve as the primary interface between the establishment and its clients. Across the world, hospitality organisations, ranging from hotels and restaurants to resorts and event facilities, have come to recognise that sustaining high performance standards requires more than adequate staffing and physical infrastructure. It demands a systematic understanding of how customer experiences are communicated back to service providers and how such communication shapes the attitudes, behaviours, and overall output of employees. In recent years, customer feedback has emerged as one of the most influential mechanisms through which this communicative exchange occurs, offering organisations real-time insight into service quality while simultaneously providing employees with evaluative signals about their performance. The growing prevalence of digital platforms has further amplified the volume, reach, and impact of customer feedback, making it an increasingly critical variable in the management of hospitality workforce performance (Gabbard, 2023; Toker, 2024).

Customer feedback, broadly defined, encompasses the range of evaluative responses provided by guests following their service encounters, including verbal comments, written reviews, structured survey responses, and digital ratings on platforms such as TripAdvisor and Google. These responses vary in tone, content, and specificity, and they serve a dual function: they inform organisational decision-making and they create an evaluative climate that employees inevitably perceive and respond to. Majithia (2024) argues that customer feedback systems constitute a foundation of effective Customer Relationship Management (CRM) strategy in the hospitality sector, providing actionable intelligence that can be used to refine service delivery, identify training gaps, and motivate employees toward higher standards. However, the relationship

between feedback and employee behaviour is neither linear nor uniform. Research has shown that the nature of feedback, whether positive or negative, differentially influences employee psychological states, including motivation, job satisfaction, and confidence, all of which subsequently affect service performance (Menguc et al., 2024). Understanding these dynamics is therefore essential for hospitality managers seeking to harness feedback as a performance management tool.

Employee performance in the hospitality industry is a multidimensional construct that encompasses task efficiency, service quality, responsiveness, interpersonal conduct, and the capacity for proactive behaviour. It is formed by a complex interplay of individual competencies, organisational factors, and external stimuli, including the quality of customer interactions. Pan and Choi (2024) demonstrated that customer courtesy, which is an expression of positive social regard, is associated with higher levels of prosocial service behaviour among employees, suggesting that the quality of customer conduct in feedback situations can activate or suppress prosocial responses. Similarly, Zhan et al. (2025) found that customer gratitude functions as a powerful psychological trigger for enhanced employee work behaviours, reinforcing the importance of appreciative feedback in motivating service personnel. Conversely, encounters with uncivil or hostile customers, as Jain and Sharma (2023) observe, can constitute a significant threat to employee wellbeing and, by extension, to performance. These findings collectively suggest that the valence, source, and delivery of customer feedback carry significant implications for how employees perform their roles within hospitality industries.

In Nigeria, and specifically in Ilorin Metropolis, the capital of Kwara State and a growing urban centre with an expanding hospitality sector, the intersection of customer feedback and employee performance remains a relatively underexplored area of research. The hospitality industry in Ilorin comprises a heterogeneous mix of hotels, guesthouses, restaurants, and event centres that serve a diverse clients of business travellers, government officials, tourists, and local residents. Bashiru et al. (2024) established that employees' performance plays a significant role in shaping hotel image in Ilorin Metropolis, emphasizing the strategic importance of workforce behaviour in this specific context. Moreover, Okadigwe (2025) highlighted that standardisation and performance management practices within the Nigerian hospitality industry remain inconsistent, pointing to a broader need for empirical investigations that can inform context-specific management strategies.

Given the increasing adoption of digital feedback platforms and the heightened guest expectations that accompany them, understanding how customer feedback influences employee behaviour in this local context is both timely and practically significant.

Statement of Problem

Despite the growing body of international literature on customer feedback and employee performance in hospitality, several notable gaps remained unfilled, particularly in the Nigerian and sub-Saharan African context. Most existing studies have been conducted in Western, East Asian, or South Asian settings, with limited attention to the dynamics specific to emerging economies in Africa (Adams & Ama, 2024; Barreto & Mayya, 2024). The distinction between positive and negative feedback as separate predictors of employee performance has not been sufficiently examined in a way that accounts for the socio-cultural tones of Nigerian hospitality workers, who operate within unique institutional and motivational environments. Furthermore, while online reviews have received considerable scholarly attention (Toker, 2024; Sudirjo et al., 2023), their specific influence on employee service delivery, as opposed to consumer decision-making or organisational reputation, remains underdeveloped in the literature. This study therefore addresses these gaps by investigating, in an integrated manner, how different dimensions of customer feedback affect employee performance within Ilorin Metropolis' hospitality industry.

Objectives of the study

The main objective of this study was to investigate the impact of customer feedback on employee performance within hospitality industries in Ilorin Metropolis, while the specific objectives were to:

i. examine the effect of positive customer feedback on employee motivation in hospitality industries in Ilorin metropolis;
ii. assess the effect of negative customer feedback on employee work behaviour in hospitality industries in Ilorin metropolis; and
iii. investigate the influence of online customer reviews on employee service delivery in hospitality industries in Ilorin metropolis.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Positive Customer Feedback and Employee Motivation

Positive customer feedback, characterised by appreciative comments, compliments, and high service ratings, functions as an external reinforcement signal that validates employees' service efforts and enhances their intrinsic motivation. Within the hospitality sector, where emotional labour is pervasive and the rewards of service excellence are often intangible, positive feedback serves as a powerful psychological affirmer. Zhan et al. (2025) demonstrated that customer gratitude directly stimulates constructive employee work behaviours, including unrestricted effort and increased engagement. Furthermore, Pan and Choi (2024) found that courtesy-oriented customer interactions prompted prosocial service behaviours among employees, suggesting that when customers communicate appreciation, employees are inclined to reciprocate through enhanced performance. The theoretical premise underlying this relationship is grounded in the principle that positive reinforcement elevates self-efficacy and goal commitment, thereby translating feedback into measurable improvements in task execution and overall service quality. Hence, proposing the hypothesis below.

H1: *Positive customer feedback has a significant and positive effect on employee motivation in hospitality industries in Ilorin Metropolis.*

Negative Customer Feedback and Employee Work Behaviour and Performance

Negative customer feedback, encompassing complaints, critical reviews, and expressions of dissatisfaction, presents a complex stimulus whose effect on employee performance is moderated by contextual and dispositional factors. While constructive negative feedback may stimulate corrective behaviour and performance improvement, hostile or uncivil expressions of dissatisfaction tend to erode employee wellbeing and reduce service quality. Jain and Sharma (2023) established that customer incivility constitutes a significant threat to employee psychological wellbeing, with downstream consequences for performance. Menguc et al. (2024) further demonstrated that the combination of positive and negative feedback, when framed constructively, can activate goal-setting processes that enhance proactive customer service behaviour. Within the Nigerian hospitality context, where frontline employees frequently navigate demanding guest expectations with limited institutional support, negative feedback without adequate managerial mediation may undermine rather than improve performance outcomes, making the relationship particularly worthy of investigation (Wahyuni et al., 2024). This leads to proposing the hypothesis below.

H2: *Negative customer feedback has a significant and negative effect on employee work behaviour in hospitality industries in Ilorin Metropolis.*

Online Customer Reviews and Employee Service Delivery

The spread of online review platforms such as TripAdvisor, Google Reviews, and Booking.com has fundamentally transformed the feedback landscape in the hospitality industry, creating a publicly accessible and persistent record of guest experiences that hospitality employees cannot ignore. Online reviews serve not only as reputational signals for organisations but also as indirect performance evaluations for individual service staff. Toker (2024) demonstrated that analysis of TripAdvisor reviews provides actionable insights into areas of service strength and deficiency that directly correspond to employee conduct and competency. Gabbard (2023) further confirmed that online reviews exert measurable effects on hotel performance, influencing operational outcomes that are directly tied to workforce service delivery. In the Ilorin Metropolis context, where digital platform adoption is growing among both guests and service industries, online reviews are increasingly shaping the evaluative environment in which employees operate, with implications for their service standards, accountability, and commitment to quality delivery (Sudirjo et al., 2023). Thus, the following hypothesis is proposed.

H3: *Online customer reviews have a significant influence on employee service delivery in hospitality industries in Ilorin Metropolis.*

THEORETICAL FRAMEWORK

Social Exchange Theory (SET): The theory of social exchange, originally developed by Blau (1964) and subsequently applied extensively in organisational and service research, provides a foundational lens through which to understand the reciprocal dynamics between customer feedback and employee behaviour. The theory posits that social interactions are governed by a norm of reciprocity, wherein individuals who receive valued resources, whether material, emotional, or informational, are motivated to reciprocate in kind. In the context of hospitality service, this principle illuminates the mechanisms through which customer feedback shapes employee conduct. When guests provide positive feedback, in the form of; gratitude, compliments, or appreciative reviews, employees perceive this as a social resource that obligates a reciprocal response in the form of enhanced service effort and prosocial behaviour (Pan & Choi, 2024; Zhan et al., 2025). Conversely, negative or uncivil feedback disrupts the reciprocal balance, potentially

triggering withdrawal behaviours or reduced performance. The theory is directly applicable to the present study's examination of how varying forms of customer feedback; positive, negative, and online, activate or suppress employee performance through the underlying logic of social exchange within the Ilorin Metropolis hospitality industries.

Feedback Intervention Theory (FIT): The feedback intervention theory was propounded by Kluger and Denisi (1996). The theory assumed that an employee's reaction will change when receiving feedback at work, irrespective of how it is delivered. It further proposes that the feedback does not automatically improve performance, but what matters is where it directs the attention of the employee to. It can point the attention of the employees to three things: (i) the task itself (how is can be better performed), (ii) the employee's behaviour and effort (the fact that he needs to try harder), (iii) the personal worth of the employees (the reality that he is not good enough). So, when the feedback is specific and task-focused, people learn and improve. But when feedback feels threatening or vague**,** attention shifts toward protecting one's ego rather than improving performance, and results suffer. This theory is very relevant and applicable in hospitality industries, because a structured and constructive customer feedback can potentially help employees remain task-focused and deliver better service. Contrarily, a poorly framed feedback, reduces productivity. Scholars like Menguc et al. (2024) and Adams and Ama (2024) have confirmed that how feedback is framed significantly shapes employee behaviour and service quality.

III. METHODOLOGY

Design and Population

This study adopted a cross-sectional correlational survey research design because it examines the impact of customer feedback on employee performance in hospitality industry in Ilorin metropolis with specific attention to the registered fast-growing restaurants in the city. The design is considered appropriate because it enables the researcher to systematically gather quantitative data with a copy of structured questionnaire from the employees of the registered restaurants in the city and analyse the effects among the variables under investigation using statistical techniques. The population of the study is made up of a total number of the entire employees of the registered restaurants in Ilorin metropolis which stands at 243, as obtained from the Human Resource records

of the selected restaurants (2026). The number included the staff working in different operational units of the various restaurant visited in the city. Staff from this units included those that work in the kitchen unit, customer service/front desk, sales and service attendants, cleaning and maintenance unit, as well as supervisory staff.

Sample and Sampling Techniques

The sample size for the study was ascertained using Yamane (1967) sample size determination formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n= Sample size; N= Population size (243); e= Significance level (5% or 0.05)

Therefore, $n = \frac{N}{1+N(e)^2} = \frac{243}{1+243(0.05)^2} = \frac{243}{1+243(0.0025)} = \frac{243}{1+0.61} = \frac{243}{1.61} = 151$

Also, the study adopts a simple random sampling technique to select 151 employees of the hospitality industries in Ilorin metropolis. The choice of the method is influence by its potential to ensure every employee has equal chance of being selected. In addition, it minimizes selection bias, and allows sample to represent employees involved in the service delivery and customer interaction within the organisation. After securing the informed consent from the management of the organisation on the available employees, participation was made voluntary. Then, the researchers and other research assistants physically distributed the copies of the questionnaire to the employees of restaurant selected in the Ilorin metropolis for on-site completion, ensure clarity and providing immediate support where necessary.

Research Instrument

The instrument for the research is a close ended structured questionnaire. Some of the areas of the customer feedback it measured included positive customer feedback, negative customer feedback, and online customer review. While for employees' performance, it specifically measured employees' motivation, work behaviour, and service delivery. Positive feedback was measured using a 5-item Likert scale adapted from Steelman et al. (2004) with Cronbach's α value of 0.92. Sample of the statement include (i) I am notified by my supervisor when I have done well, (ii) I received recognition from my supervisor when I performed well in serving customers. Likewise, Negative feedback scale was adapted from the same source, with α's value of 0.88. Among the

sample items are my supervisor provides me with honest feedback when my performance needs improvement, (ii) when I fail to meet customer expectations, my supervisor informs me of this opportunity. Online Customer Review measured was adapted from Filieri et al. (2015) with α's value of 0.87, and some of the sample statement includes (i) I read online customer reviews before making decisions about products or services, (ii) I rely on online customer reviews when choosing between competing products or services. Employee motivation 5 item likert scale was adopted from Gagne et al. (2010) with α's value of 0.89 and sample statements include (i) I feel motivated to perform my tasks to the best of my ability, and (ii) I find my work meaningful which drives me to put an extra effort. A 5-item liker statement was adapted from Koopmans et al. (2014) to measure Employee Work Behaviour, at 0.79 Cronbach alpha value. Some of the sample statement are (i) I manage to plan my work so that it is completed on time, and (ii) I carry out my work in a manner that meets the required standards of quality. Lastly, Employee Service Delivery 5-item Likert's scale used in the work was adapted from Lousã et al. (2024) with Cronbach's alpha value of 0.72. some of the sample scale are (i) I consistently deliver service to clients in a reliable and timely manner, and (ii) I make every customer effort to meet service expectations of customers I interact with.

Techniques for Data Analysis

Although the data generated from the Likert scale are ordinal in nature, the responses to each construct were summed and averaged to form composite scores, which is a widely accepted practice that allows such data to be treated as continuous (interval-like) for the purpose of parametric analysis such as multiple regression (Norman, 2010; Sullivan & Artino, 2013). The study adopted multiple regression analysis because it is most appropriate for testing the typical hypotheses set for the study coupled with the sample size, ordinal data scale, and structure of the relationships. Hence, the study used Statistical Packages for Social Science (SPSS) version 25.0 to run the analysis for the purpose of accuracy.

RESULTS AND DISCUSSION

Hypothesis One: *Positive customer feedback has a significant and positive effect on employee motivation in hospitality industries in Ilorin Metropolis.*

Table1a: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.628[a]	.394	.382	1.03876	2.008

a. Predictors: (Constant), High Service Ratings, Appreciative Comments, Compliments

b. Dependent Variable: Employee Motivation

The Table 1a is a model summary of the effect of Positive Customer Feedback (PCF) on Employee motivation (EM). In the table, the R^2 value 0.394 suggested that PCF variables (High Service Ratings, Appreciative Comments, Compliments) accounted for 39.4% variation in employees' motivation of the hospitality industry in Ilorin metropolis, while the remaining 60.6% was accounted for by those factors not considered in the study. These statistics are within the Durbin-Watson test values of 1.5 to 2.5, implying that the variables are independence of the other.

Table 1b: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.835	.414		-2.017	.046
	Appreciative Comments	.372	.078	.309	4.794	.000
	Compliments	.408	.080	.328	5.077	.000
	High Service Ratings	.527	.080	.428	6.620	.000

a. Dependent Variable: Employee Motivation

Source: SPSS Printout, 2026.

The Table 1b is a coefficient of the effect of Positive Customer Feedback (PCF) on Employee motivation (EM) in hospitality industries in Ilorin metropolis. In the table, a constant value of -0.835 indicated that without the introduction of PCF variables, employees' motivation is at a significant decreasing level, while with the introduction of PCF variables, a unit change in appreciative comments yielded 0.372units, a unit change in compliments yielded 0.408units, while a unit change in high service rating also contributed 0.527units change in employees' motivation with all being significant at $p<0.05$, provided other variables remain constant. Leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis that Positive Customer Feedback has positive and significant effect on Employees' motivation in hospitality industries in Ilorin metropolis. This outcome is in line with the findings of Adams and Ama (2024) who established a direct link between feedback mechanisms and employees' performance outcomes, while examining the effect of feedback and rewards on employee performance in the City of

Johannesburg Municipality. It also reckons with the outcomes of Menguc et al. (2024) who highlighted that positive feedback specifically drives employees' motivational and performance, while demonstrating that both positive and negative feedback increases feedback-based goal setting and proactive customer service behaviour.

Hypothesis Two: *Negative customer feedback has a significant effect on employee work behaviour in hospitality industries in Ilorin Metropolis.*

Table 2a: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.611[a]	.374	.361	1.04424	1.972

a. Predictors: (Constant), Expression of Dissatisfaction, Complaints, Critical Reviews

b. Dependent Variable: Employee Work Behaviour

The Table 2a is a model summary of the effect of Negative Customer Feedback (NCF) on Employee work behaviour (EWB). In the table, the R^2 value 0.374 suggested that NCF variables (Expression of Dissatisfaction, Complaints, and Critical Reviews) accounted for 37.4% variation in Employees' work behaviour of the hospitality industry in Ilorin metropolis, while the remaining 62.6% was accounted for by other factors not considered in the study. These statistics are within the Durbin-Watson test values of 1.5 to 2.5, suggesting that the variables are independence of the other.

Table 2b: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.761	.412		16.420	.000
	Complaints	-.402	.074	-.356	-5.456	.000
	Critical Reviews	-.503	.084	-.395	-6.002	.000
	Expression Of Dissatisfaction	-.382	.077	-.328	-4.985	.000

a. Dependent Variable: Employee Work Behaviour

The Table 2b is a coefficient table showing the effect of Negative Customer Feedback (NCF) on Employee Work Behaviour (EWB) in hospitality industries in Ilorin metropolis. In the table, a constant value of 6.761 indicated that without the introduction of NCF variables, Employee work behaviour is at a significant constant level of 6.761 units, while with the presence of NCF variables,

a unit change in customer complaints yielded -0.402units in EWB, a unit change in critical reviews yielded -0.503units, while a unit change in expression of customer dissatisfaction also contributed -0.382units of change in EWB with all being significant at $p<0.05$, provided other variables remain constant. This leads to the rejection of the null hypothesis and acceptance of the alternative hypothesis that Negative customer feedback influences employees work behaviour in hospitality industries in Ilorin metropolis. This outcome is in line with the findings of Jain and Sharma (2023) who found that negative customer interactions adversely affect employees' psychological state, and by extension their work behaviour, when investigating whether customer incivility poses a threat to employee wellbeing. It also corroborates with the findings of Mutlubaş (2023) who found that negative feedback shapes both managerial responses and employee conduct within hospitality settings, while evaluating online customer complaints for hotel businesses when focused on expectation management and behavioural intention.

Hypothesis Three: *Online customer reviews have a significant influence on employee service delivery in hospitality industries in Ilorin Metropolis.*

Table 3a: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644[a]	.415	.403	.99510	2.069

a. Predictors: (Constant), Booking.Com, Google Reviews, TripAdvisor

b. Dependent Variable: Employee Service Delivery

The Table 3a is a model summary of the effect of Online Customer Reviews (OCR) on Employee Service Delivery (ESD). In the table, the R^2 value 0. 415 suggested that OCR variables (Booking.Com, Google Reviews, and TripAdvisor) accounted for 41.5% variation in employees' service delivery of the hospitality industries in Ilorin metropolis, while the remaining 58.5% was accounted for by other factors not considered in the study. These statistics are within the Durbin-Watson test values of 1.5 to 2.5, implying that the variables are independence of the other.

Table 3b: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.815	.387		-2.106	.037
	TripAdvisor	.378	.076	.317	4.978	.000

	GoogleReviews	.412	.072	.361	5.678	.000
	BookingDotCom	.468	.074	.398	6.287	.000

a. Dependent Variable: Employee Service Delivery

Source: SPSS Printout, 2026.

The Table 3b is a coefficient table showing the effects of Online Customer Review (OCR) on Employee Service Delivery (ESD) of hospitality industries in Ilorin metropolis. In the table, a constant value of -0.815 indicated that without the consideration of OCR variables, employees service delivery motivation is at a significant decreasing level, while with the introduction of OCR variables, a unit change in TripAdvisor yielded 0.378units, also a unit change in GoogleReviews yielded 0.412units, while a unit change in Bookin.Com also contributed 0.468units in employees service delivery, with all being significant at $p<0.05$, provided other variables remain constant. This led to the rejection of the null hypothesis and acceptance of the alternative hypothesis that Online Customer Review has positive and significant effect on Employee Service Delivery in hospitality industries in Ilorin metropolis. This study is contextually in line with that of Bashiru et al. (2024) who studied guests' perception of hotel image in Ilorin Metropolis, when examining the role of employees' performance. Its outcome is in line with that of Gabbard (2023) who found that online customer reviews significantly influence operational and service delivery standards within hospitality establishments, when analyzing the impact of online reviews on hotel performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study, having investigated the effect of customer feedbacks on employee's performance in hospitality industries in Ilorin metropolis with focus on positive customer feedback, negative customer feedback, and online customer review, it could be concluded that customer feedback positively influences employee performance in hospitality industries in Ilorin metropolis. Specifically, increasing positive customer feedback is instrumental to employee's motivation. Negative customer feedback equally influences employees work behaviour. More so, increasing online customer review improves employee service delivery.

Recommendations

In view of the findings gathered by the study, it is recommended that hospitality industries in Ilorin metropolis should sustain the positive and significant effect of positive customer feedback by

creating 'praise wall' system which displays employees compliments weekly in staff rooms that will name the staff mentioned, visibly improving motivation. It is also recommended to link feedback to recognition by making positive customer reviews becoming part of the monthly staff awards or promotion appraisals. Likewise, it is recommended to be shared in the real time, rather than being annual review. It is also important that negative feedback that hurts behaviour should be minimized or controlled by de-personalizing the process of handling it to prevent direct blame or shame on frontline staff and stop defensive behaviour. Also, what went wrong in the system should be addressed not who is wrong. Staff should also be given counselling or peer support after serious complaints to prevents disengagement. It is also important that staff should be trained on how to constructively receive criticism. Lastly, to sustain improved employees service delivery via online customer review in hospitality industries in Ilorin metropolis, management of registered restaurants should make the review accessible to all staff so that they can adjust their service delivery. Digital monitoring roles should also be assigned to employees in order to track online reviews daily and share the trends with various departments or units. Also, feedback circle should be closed by posting a response online when service is improved based on a review.

Limitations and suggestions for further studies

The study was restricted to hospitality industries in Ilorin metropolis, which may not adequately represent the experiences of those in other areas in the state, limiting the generalizability beyond the study area. Also, its focus on hospitality industries, excluding other sectors in the State, narrows the sectoral focus. This limits the comprehensiveness of the study's conclusions regarding customer feedback on employee's performance in broader contexts.

In lieu of the limitations of this study, future studies should consider expanding the geographical scope beyond Ilorin metropolis to other cities and regions across Nigeria. It should also explore the effect of customer feedback dimensions across wider hospitality industries such as hotels, event centres, and guest houses, in addition to restaurant industries considered in the current study, to improve the generalization of the findings. Likewise, subsequent studies can mediate the relationship between customer feedback dimensions and employee's performance in hospitality industries in Ilorin metropolis with variables such as employee motivation, emotional exhaustion, and perceived organisational support among others.

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